

## 34.1.1 Service Delivery Solution

---

### Contents:

- 1.0 Introduction
  - 2.0 Service Baseline
  - 3.0 Service Model
- 

### 1.0 Introduction

The purpose of this document is to define an approach for ongoing maintenance of applications, initially SFANet, at the Office of Student Financial Assistance (SFA) within the U.S. Department of Education. The Service Delivery Solution (SDS) specifies the application management services that will be provided within the scope of Task Order 34 and establishes the framework for the design and implementation of governance rules, processes, operating procedures, and infrastructure to provide these services. This document is intended to be a living document and will be updated to reflect changing needs, new SFANet releases with added functionality, inclusion of other SFA applications, and operational experience over the life of the application. This document will provide key input into the operational processes, organization design, and service targets.

### Project Background

In 1999, SFA embarked on a multi-year modernization program to improve customer satisfaction across three major stakeholders:

- ☐ Business units in the Students, Schools and Financial Partners Channels
- ☐ Office of the Chief Financial Officer
- ☐ Office of the Chief Information Officer

Andersen Consulting was selected as SFA's Modernization Partner to bring best-of-breed thinking and practices to this ambitious enterprise. As a part of this effort, several web based applications are to be deployed to make enterprise data hosted in "stove-piped" legacy systems readily available in a user-friendly manner. The first of these applications, SFANet, is scheduled to go into production late in 2000.

Andersen Consulting has been tasked by SFA CIO to assume responsibility for sustaining the SFANet application during its first year of operation.

## Scope and Objective

The scope of work included in sustaining SFANet encompasses End User Education (i.e. helping end-users use the application for its intended purposes), Application Enhancement (i.e. helping content contributors and Content Managers prepare, code and load SFANet content) and Application Maintenance (i.e. bug fixes). Major enhancements and new development projects are excluded from the scope of SFANet Applications Management. System operations of the production environment at the Virtual Data Center (VDC) is also excluded, since this worked is currently being performed by Computer Sciences Corporation (CSC) under a separate contract with SFA.

This document defines Andersen Consulting's approach to supporting SFANet. It delineates the services to be provided and establishes the framework to be used to deliver these services.

## Guiding Principles

The following guiding principles were used to drive the design of the SDS:

- ☐ The proposed solution must meet SFANet application needs, and must be scalable to include subsequent web-based or e-commerce applications that would be deployed at SFA (i.e. Schools Portals/IFAP).
- ☐ Maximum reuse must be made of industry best-practices and existing assets such as procedures and tools to minimize risk and ensure operational readiness within a very short timeframe.

## 2.0 Service Baseline

This section defines SFANet customers, users and the services provided to each.

### Users and Customers

Two groups make demands on the SFANet Application Management group:

Users - The people within SFA who use the services delivered by the Applications Management group.

- ☐ End Users -- SFA employees who access SFANet content
- ☐ Content Contributors -- SFA employees who provide content to that will be implemented within SFANet
- ☐ Content Managers -- designated representatives from each of the SFA Channels and Enterprise Partners who are authorized to approve content before it is placed on SFANet

Customers - The individuals within SFA who purchase the services on behalf of the users and represent the user community in monitoring service performance and performing service planning activities.

- ☐ SFA Sponsor – The SFA Communications Director is the designated executive within SFA who owns SFANet (i.e. is responsible for client satisfaction in the business units) and provides sponsorship and strategic direction.

## Services

The following table defines the Service Lines and the request types that will be offered by the AM group.

Service Line	Request Types
<b>Application Maintenance</b>	<b>Bug fixes:</b> <ul style="list-style-type: none"> <li>- SFANet content or functionality repairs</li> <li>- Interwoven &amp; Autonomy bug investigation &amp; resolution</li> </ul>
<b>Application Enhancement</b>	<b>Minor enhancements:</b> <ul style="list-style-type: none"> <li>- add/modify/delete content within SFANet</li> <li>- simple functionality additions within SFANet</li> <li>- includes only configuration changes within Interwoven and Autonomy (i.e. modifications that are allowed for in the existing design). This includes administering of the *.uid files (access control lists), workflow, templates, etc.</li> </ul>
<b>End User Education</b>	<b>Queries:</b> <ul style="list-style-type: none"> <li>- “how” or “why” explanations on the functionality and use of the application</li> <li>- includes the Autonomy search function</li> <li>- includes Interwoven</li> </ul>
<b>Other</b>	<b>Ad hoc requests:</b> <ul style="list-style-type: none"> <li>- design consultations</li> <li>- planning advice</li> <li>- custom reports</li> <li>- estimating</li> <li>- items that don’t fit in any of the above</li> </ul>

## Service Levels

### Service Volumes

Service volumes for the above services are currently not available. While service metrics have recently begun to be collected, they may not be reliable indicators of future volumes because of the limited use of SFANet to date. Estimates of service volumes will be developed by the end of the first six months of operation, and then re-calibrated for increased productivity on an ongoing basis.

### Service Hours

Applications Management support will be provided during the business hours (8:00am to 5:00pm EST) Monday through Friday. No support will be provided on weekends and federal holidays.

### Request Prioritization

Each incoming request will be assigned a priority based on an agreed set of criteria. The following is a general description of the priority levels that will be used. Further definition of these priorities are delineated in 34.1.3 Intranet Applications Operations Processes and associated job aids.

- ☐ High - requests are deemed business-critical to one or more of the channels
- ☐ Medium - requests that are essential but not business-critical
- ☐ Low - all other requests.

### Target Response & Resolution Times

The following table specifies initial target response times by priority level for each service line. Response time is the time from when a user places a request until it is logged, assigned, and acknowledged by the Tier II Applications Management representative who will be working on the request.

Resolution time targets will be based on data gathered in the first six months of operation and will be set at a level that is agreeable to both SFA and the Applications Management group. Resolution time is the time from when a user places a request to when the request is resolved.

Target Response Times (business hours):

Request Types	High	Medium	Low
<b>Bug fixes:</b>	4	6	8 hours
<b>Minor enhancements:</b>	4	6	8 hours
<b>Queries:</b>	4	6	8 hours
<b>Ad hoc requests:</b>	4	6	8 hours

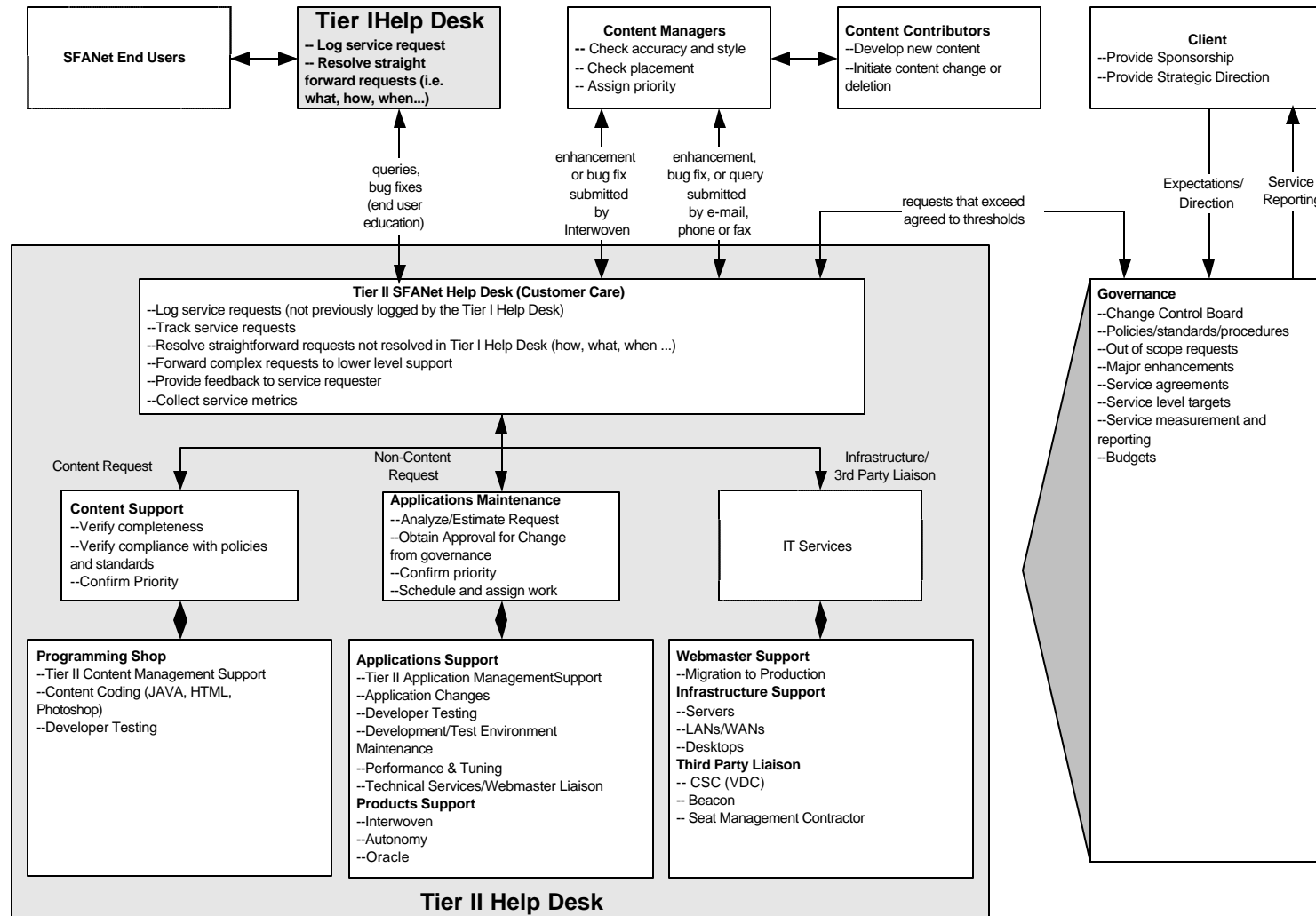
## 3.0 Service Model

The Service Model for SFANet Applications Management includes:

- ☐ Process Framework
- ☐ Governance
- ☐ Operations Procedures
- ☐ Location

## Process Framework

The figure below presents the Process Framework for the Applications Management group.



Content support requests are first referred to Content Managers who check the proposed content for accuracy, style and placement. Content Managers then handle the request in one of three ways depending on how the request is submitted:

- ☐ Not submitted -- Content Managers implement the content support request themselves through Interwoven, and do not submit it to the Applications Management group directly.
- ☐ Submitted through Interwoven -- Content Managers submit the content support request via Interwoven.
- ☐ Submitted by e-mail, phone or fax -- Content Managers submit the content support request manually (e.g. via e-mail, fax, telephone or in person).

Content requests that are either submitted through Interwoven or manually are received and logged in a request tracking system by a Customer Care function. This provides for a single point of control for all services provided by the Applications Management group. Once received and logged by Customer Care, requests are immediately forwarded to the appropriate content development team for processing.

End User Education requests are received and logged by Customer Care and either resolved immediately or forwarded to the appropriate internal resource for resolution.

Application Maintenance requests like bug fixes, etc. are received and logged by Customer Care and assigned to the appropriate internal resource for resolution. Requests pertaining to the infrastructure (i.e. servers, LANs, WANs, Desktops etc.) or requiring third party liaison (i.e. VDC, Beacon, Seat Management Contractor, etc.) are referred directly to those parties for resolution.

The three domains within Application Management that will resolve most complex requests include Content Support, Applications Support and IT Support. They coordinate efforts and interact as necessary to resolve the service request. However, ownership of the request remains with the group to which it has been assigned. Customer Care maintains the status of all open service requests and provides feedback to the requester as needed. It also interfaces with Content Support, Applications Support and IT Services to document resolution and to notify the requester on completion of the work.

All service requests that may approach the eighty hour threshold will be estimated using a bottom up estimating technique by the Applications Management group. If it is agreed by both SFA and the Applications Management group that a particular request is over eighty hours, the request will be rerouted to the governing body for approval.

## Governance

The SFA Director of Communications owns SFANet and is responsible for ensuring that anticipated business benefits are realized. This includes serving as sponsor for SFANet Applications Management group and providing strategic direction to the management of SFANet.

Until a long term governance model can be established, day to day governance of SFANet and the Applications Management group will be carried out by the SFA Director of Communications or a designee. Thresholds for requests requiring consideration by governance will also be established. Until then, service requests over eighty hours will be referred to for approval. Once a governance model and an appropriate governing body is established, some of the activities that may be performed by this group include:

- ☐ Establish a working group to serve as the Change Control Board. This Board will approve all minor enhancement requests (either directly or indirectly through an agreed to set of criteria) before they are implemented.
- ☐ Maintain formal agreements with third party service providers such as CSC, Beacon, Seat Management contractor, and product vendors.
- ☐ Monitor service metrics.

- ☐ Approve out of scope requests (i.e. major enhancements).
- ☐ Manage service capacity (i.e. set application management budget).
- ☐ Establish and maintain policies and standards for SFANet content.
- ☐ Maintain operational processes and procedures.

## Location

The Application Management group will be initially located in the Aerospace Building (901 D Street) with the potential to move some resources to Andersen Consulting's Government Solution Center in Reston, VA at a later date. Locating in Reston would offer two significant benefits to SFA:

- ☐ Leverage solution center resources and expertise, and
- ☐ Minimize need for office space in downtown Washington D.C.

The project lead will divide his/her time between downtown Washington D.C. and Reston, VA in order to maintain close coordination between SFA customers/stakeholders and the project team.